Department of the Navy
Revolution in Business Affairs
Executive Committee

CHARTER
E-Business Working Group
23 March 2000

Overview

E-business is the use of digital technologies to transmit business information and transact business. It focuses on transactions and communication, specifically the electronic exchange of information, products, services and knowledge.

In 1999, business-to-business transactions are expected to exceed 120 billion dollars and will exceed 3 trillion dollars by 2003. Numerous reports exist of business and government organizations that have successfully implemented e-business and have vastly improved their processes and product support, resulting in increased profits and productivity. By any measure, e-business is a dominant force in the workplace.

Industry experts predict that by the end of this decade, e-business will be so integrated into all of our processes that it will disappear as a management issue. Those same industry experts also tell us that during this same decade, the overwhelming majority (75%) of e-commerce projects and many businesses will fail because of poor planning, integration, cultural change and a host of other issues. The benefits of e-business exist for those who execute smartly, but the risks are great and all the efforts we start may not succeed.

This Working Group is tasked to identify the numerous, ongoing e-business efforts within DoN and integrate these initiatives. The Group will report and make recommendations to the Revolution in Business Affairs Executive Committee (RBA EXCOM).

Problem Definition

The fundamental issue with e-business is technical, rather than cultural. While technology offers many challenges and opportunities for improvement, it is rarely the sole reason for the failure of an initiative. Research has found that the ability to encourage a community to embrace change is difficult to achieve without some type of structured change management approach. The e-business Working Group will work with the Commercial Business Practices (CBP) Working Group in addressing the integration of functional areas to achieve an end-to-end business solution (e.g., program management, logistics, financial, and procurement).

Multiple e-business initiatives and programs are currently underway at the claimant level. These efforts are loosely coordinated and lessons-learned information sharing is minimal. Many of the functional competencies lack a vision or roadmap for e-business within their organizations. A structured approach for identification, development, and integration of e-business initiatives is required.

Mission

The mission of the e-business Working Group is:
- Become DoN's "catalyst for change" for e-business initiatives.
- Facilitate the integration and implementation of current e-business initiatives.
- Identify and reengineer DoN business opportunities
- Validate a department-wide introduction and use of appropriate commercial e-business practices.
- Develop a roadmap for implementing an integrated business management process that enables DoN decision-makers to assess cost and performance.

The e-business Working Group is to be action-oriented. Understanding the inter-relationships between operations, cost, and performance alternatives will be critical to success. The Working Group will complement and facilitate the integration of current e-business initiatives and develop a roadmap for integrating the functional areas with the DoN CIO e-business architecture.

The Working Group will focus DoN e-business practices to create efficiency gains and cost savings. Additionally, the Working Group will keep stakeholder groups informed of its work and progress.

Reporting Requirements

The Working Group will periodically brief the RBA EXCOM on mission progress. This Executive Committee will serve as the senior advisory committee for this effort and will assess implementation recommendations.

The Working Group will focus on long-term e-business visions, concepts, and goals, as well as short-term goals and a corresponding implementation plan. The plan will integrate and align the most promising current initiatives. The Working Group will also describe additional initiatives that could produce beneficial near-term results. This plan will consolidate and/or coordinate current efforts and recommend specific steps required for integration and implementation.

Team Membership

The Working Group will have three co-leaders who will provide expertise, continuity, and oversight of the reform progress.
> Deputy for Acquisition & Business Management, OASN (RD&A)
> Deputy Chief of Naval Operations for Logistics, (Supply Programs & Policy Division)
> Department of the Navy, Chief Information Officer

Other Working Group members will be the existing Commercial Best Practices Executive Steering Group, including representatives from: CLF, CPF, MARFORLANT, MARFORPAC, N1, N4, N6, N7, N8, D/CS (I&L), ASN(FM), ASN(M&RA), ASN(I&E), ASN(RDA), NAVAIR, NAVSEA, ONR, SPAWAR, NAVSUP, NAVFAC, USMC MATCOM, and PEO(IT). Additional team members with e-business interests may be included as needed.

Time Frame

Commencement Date: 1 April 2000
Anticipated Completion Date: 1 April 2001

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